




## MEMORANDUM

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<b>TO:</b> Alicia Cuervo Schreiber Assistant County Manager	<b>DATE:</b> May 7, 2003
<b>FROM:</b>  Corinne Brody, Director Office of Performance Improvement	<b>SUBJECT:</b> Operations Review of the Medical Examiner's Office

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We are pleased to present the attached list of recommendations for improving business operations at the Medical Examiner's Office. As you requested, the Office of Performance Improvement (OPI) reviewed the Department's business operations and made recommendations for streamlining the organization and improving business management and control.

The County's Medical Examiner, with a staff of 64 professional, technical and clerical personnel, provides professional death investigative services for more than 3,000 cases per year in Miami-Dade County. Of these 3,000 cases, the Medical Examiner performs approximately 2,500 autopsies annually and inters in excess of 760 cases per year under the Public Internment Program. In order to support these services, the Medical Examiner provides its own morgue, toxicological, photographic and investigative case management services. Additionally, the Medical Examiner provides educational services to local educational and professional institutions and nationwide to law enforcement, medical, legal and academic institutions.

OPI interviewed the Medical Examiner's staff, reviewed job activities, observed work processes, assessed control programs and briefly analyzed building security arrangements. OPI also conducted a survey of other Medical Examiner Departments nationwide and will issue the results under a separate cover. The findings indicate that substantial improvements are needed to streamline business functions and to increase management control and oversight. We recommend a review of the responsibilities assigned to the Deputy Chief Medical Examiner to ensure job duties are commensurate with the deputy designation and include oversight of all day-to day department administration, operations and business support services. The deputy should also substitute for the Chief Medical Examiner in his/her absence. The recommended table of organization is presented in Figure 1. OPI also recommends a complete reorganization of the business office (Figure 2). Additionally, OPI recommends improvements to the billing, collections, procurement and inventory management procedures and a review of security access to the facilities. OPI also encourages a review of personnel skills and capabilities in management positions within the organization to ensure that staff can adequately support the Medical Examiner's goals. A list of recommendations by functional area resulting from the review is included as an attachment.

It was a pleasure working with the Medical Examiner and his staff during our review. If you have any follow-up questions you may contact Howard Piper at (305) 349-6151 or me directly.

c: Dr. Bruce Hyma, Director, Medical Examiner Department

Attachments